

A STUDY ON EMPLOYEE AND EMPLOYER RELATIONSHIP IN CARBORUNDUM UNIVERSAL LIMITED

Submitted in partial fulfillment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION

By

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Register No.40410178



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

APRIL 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SUNDARESAN.K 40410178** who carried out the project entitled "**A Study on employee and employer relationship in carborundum universal Limited** " under my supervision from January 2022 to March 2022.

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Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I **SUNDARESAN (40410178)** hereby declare that the Project Report entitled “**A Study on employee and employer relationship in carborundum universal limited**” done by me under the guidance of **DR.S. JOYCE** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SUNDARESAN.K

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.S.JOYCE** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

SUNDARESAN.K

COMPLETION LETTER IN COMPANY



CARBORUNDUM UNIVERSAL LIMITED

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8th MARCH 2022

TO WHOMSOEVER IT MAY BE CONCERN

SUB: MBA PROJECT COMPLETION LETTER

This is to inform that **Mr. SUNDARESAN K (Reg No: 40410178)**, MBA Student of **Sathyabama Institute of science and technology, Chennai**. Completed his MBA project at our plant from **08th JANUARY 2022 to 08TH MARCH 2022**. He suggested to work with HUMAN RESOURCE MANAGEMENT, We assist to promote with that.

We wish him all the very best for his future endeavors.

For CARBORUNDUM UNIVERSAL LIMITED

MANOJ P

Manager – HR



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ABSTRACT

A Good Relationship is necessary for the smooth running of any business. The term "Industrial Relations" means the relationship between employers and employees, A good communication between an employer and its employees is imperative for building a positive work place culture. In order to improve the work performance, an employee must receive feedback, both positive and critical. Gratitude and Appreciation is very important. Discipline that benefits the company and the employees, Employers will treat their employees with respect and vice versa if they all want to succeed and achieve goals. Spending a time with the employees, listening to employees is important. The negative effects of employer –employee relation, an employer who fails to understand issues concerning his employees might not achieve long-term success in his enterprise. Some business fears in giving their employees too much buying in power. The negative effects show up in three ways in particular. Primary data were collected with the help of the structured questionnaire from the employee of carborundum universal limited. The sample size considered for the study was 170. The tools for the analysis include Correlation and anova.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Developing harmonious employee and employer relations should be understood as an integral part of management functions in order to have a faster rate of growth of the business unit. Maintaining relations is not easy task. It has become one of the most delicate and complex problems of modern industrial society. It been widely accepted that no industry can progress until the labour cooperates and its management is in the line with industrial harmony. Therefore, good relations between employees and employers are beneficial for all. Employee- Employer relations imply the relations between employees and employer in an industrial organization. According to Dale Yoder, the term employee – employer relations refer to the whole field of relationships among people, human relationship that exist because of the necessary collaboration of men and women in the employment process of modern industry. Employee- Employer relation in the wide sense takes into account the relation between the various unions, between the state and the unions as well as those between the employers and the government. All these relations in connection with industry fall in the periphery of employee- employer relations. The subject, therefore, includes individual relations and Joint consultation between the employers and workers at the place of work, collective relations between employers and their organizations and the part played by the state in regulating these relations.

According to International Labour Organization (ILO) employee- employer relations comprise relationships between the state on the one hand and the employee- employer organizations on the other hand and the relationship among the occupational organizations themselves. The ILO uses the term to denote such matters on freedom of association and the protection of the right to organize, the right to collective bargaining, collective agreements, conciliation and arbitration and the machinery for cooperation between the authorities and the occupational organizations at various levels of economy. India is considered to be the fifth largest producer of Aluminium in the world. It accounts to around 5% of the total deposits and produces about 0.8 million tons of aluminium. In India, Carborundum universal limited is one of the leading players in aluminium oxide grains. Apart from carborundum universal limited, Grind well Norton, Orient, and SNAM Abrasives are the others. Imports from China are also a major source of electro minerals for the India Market. Aluminium oxide industry is one of the major industries in India. Aluminium is the most widely used oxide ceramic material. Its applications are widespread, and include spark plugs, tap washers, electronic sub stases, grinding media, abrasion resistant tiles, cutting tools, bio- ceramics and laboratory ware and wear parts etc. It is estimated that the country's aluminium consumption rate maintains, it be having the reserves for over 350 years. Carborundum universal limited is a largest high alumina ceramic manufacturing company in India. They pioneered the manufacture of coated and bonded abrasives in India, besides super refractories, electro minerals, industrial ceramics and ceramics and ceramic fibres

The company's major customers include bearing, automobile and auto ancillary, alloy steel, foundry and forging, fabrication and general engineering industries. The main customer industries of the carborundum universal limited are Automobile Industry, General metal cutting Industry, Polishing of metal surfaces, Marine paints etc.

1.2 INDUSTRY PROFILE

India Abrasive Market is valued at USD362.26 million in 2021 and is anticipated to project a robust growth in the forecast period with a CAGR of 6.61%. Initiatives such as 'Smart Cities Mission' and 'Housing for All' along with rising demand for electronic gadgets and growing demands for automobile are driving the growth of the India abrasive market. Abrasive is a material, often a mineral, that is used to shape or finish a workpiece through rubbing which leads to part of the workpiece being worn away by friction. It is categorized into two sub-segments on the basis of origin namely natural and synthesis abrasive. It has been observed that there has been a rise in the new abrasive companies which are inclining towards providing complete set of products across the country. Major players are increasingly focusing on extending their product portfolios, which is leading towards the rise in a large number of new players in the market. The new emerging manufacturers and suppliers are also offering post sale maintenance activities as part of their integrated product solution package for a longer duration of period. This has led to a greater competition in the market. Hence, the rising rivalry in the market is expected to contribute to the demand for abrasives in the country in the upcoming years. Abrasives are applied to grinding wheels that are utilized as cutting tools in the general engineering industry. Abrasive jet machining, pencil blasting, and abrasive micro blasting are common applications. These technologies do not generate heat and can be used in major applications such as blasting and manufacturing tools. Abrasives are applied to buffs, which are multipurpose instruments that can be used for everything from cutting to polishing. Buffing is suitable for finishing pots and pans, alloy ware, and flat pans. Meter buffs, wavering buffs, and classic airway buffs are some types of buffs used in such applications.

Due to the increasing construction activities in states like Telangana and Andhra Pradesh, the market in South is likely to rise rapidly during the forecast period. Increased progress and urbanization are likely to have an impact on the regional market's healthy expansion. The growing electronic industries in Karnataka will help in the market's expansion in forecast period. Due to increased vehicle manufacturing and consumption, Tamil Nadu is predicted to grow at a significant rate during in the

forecast period. The expanding trend of cleaning and maintaining autos will open up new chances for the market. The India Abrasive Market is segmented on the basis of Type, Material, End-user Industry, Region. Based on type, the market is further bifurcated into Bonded, Coated, and Super. On the basis of Material, the market is fragmented into Natural and Synthetic. Based on End-user Industry, the market is divided into Automotive, Metal Fabrication, Machinery, Electronic, Construction and Others. The market analysis also studies the regional segmentation to devise regional market segmentation, divided among North, East, West, and South.

1.3 COMPANY PROFILE

Carborundum universal limited was founded in 1954 as a tripartite collaboration between the Murugappa Group, The Carborundum co., USA and the Universal Grinding Wheel co.Ltd., U.K. Today the company with state- of-the art facilities and strategic alliances with global partners, Carborundum has achieved a reputation for quality and innovation. Carborundum received the ISO 9001:2008 accreditation for quality standards. A well-connected marketing distribution network of offices and warehouse in India and abroad, ensure that service to customer is given prime importance. Carborundum constant trail innovation and the product up gradation, through in- house R&D and strategic alliances with the global leaders in grinding technology, have not only ensured it market leadership in India and abroad, but also international recognition as a manufacturer of quality abrasives and a provider of total grinding solutions. Carborundum products are being exported to 43 countries spread across North America, Europe Australia, South Africa and Asia. The company has a commanding list of subsidiaries across the globe that include Volzhsky Abrasive Works- Russia, Carborundum Australia Pty Ltd, Foskor Zirconia Pty Ltd, Foskor Zirconia Pty Ltd- South Africa, Carborundum Middle East- RAK, Carborundum Canada Inc, Sterling Abrasives Limited- Ahmedabad, Net Access India Limited, Southern Energy Development corporation Limited (SEDCO), Carborundum Abrasives and ceramics China Limited (CACCL), Cellaris Refractories India limited and Carborundum International Limited, Cyprus. Carborundum joint ventures include Wendt (India) Limited - manufacturing super abrasives, Murugappa Morgan Thermal Ceramics- manufactures of ceramic fibre and Ciria India Limited- specializing in design and installation of refractory liners for petrochemical and fertiliser industries. This unique strength allows the industries. This unique strength allows the company to serve diverse markets and geographics leveraging the local strength of its partners.

VISION:

To be a globally admired ceramics company.

MISSION:

To be a partner of choice for world leaders in innovation and create value for customers

1.3 OBJECTIVES OF THE STUDY:

The project is designed mainly to identify the employee and employer relationship in Carborundum universal limited.

1.3.1 Primary objective:

1. To Study about employee and employer relationship in carborundum universal limited.

1.3.2 Secondary objective:

1. To understand how communication and information are shared between employee and employer to build good relations.

2. To find out various modes used by the organisation to measure the performance appraisal of the employee.

3. To identify whether proper recognition given to employees.

1.4 NEED FOR STUDY:

Research methodology is mainly needed for the purpose of framing the research process and designs and tools that are used for the project purpose.

Research methodology helps to find about employee and employer relationship in Carborundum universal limited. This time research methodology is framed for the purpose of finding about employee and employer relationship in Carborundum universal limited.

1.5 SCOPE OF STUDY:

1. The main purpose of employee- employer relations is to maintain harmonious relationships between employee and employer.

2. The focus on these relationships in accommodation.

3. The parties involved develop skills and methods of adjusting to cooperating with each other.

4. This study is conducted at Carborundum universal limited.

1.6 LIMITATIONS OF THE STUDY:

1. The study is based upon the employee and employer relationship in carborundum universal limited.

2. The data collected for the research is fully on primary data given by respondents.

3. Due to storage of time and other constraints, the study has been limited 170 respondents only.

CHAPTER 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Cole (2001) organizations should acknowledge the supreme importance of Formal communication channels in the organization, and ensure that adequate mechanisms exist to stimulates and channel the exchange of information, suggestions, feelings and opinions between management and employees.

Green Batum (2002) refers to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievance and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment.

Cutter back (2004) also added by identifying some roles of communication which they classify as task communication, educational and motivational communication.

Smith Cranny (2005) Employee relationship techniques refers to approaches which are used to make considerable differences, which include the following, through monetary rewards, Improving the quality of working conditions plus job enrichment, promotion, credits for work done and job security create relationships with employees.

DreherashBrez (2007) Employers must provide the employee with all his rights in the workplace while the employee must fulfil his responsibilities as per the employment contract. It is essential therefore that the rights and responsibilities of employees and employers are known and understood. NERA provides the required information in a way that can be understood by both groups.

sanmita (2008) Employee relationship refers to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievances and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment.

Lawler E.E. (2009) In his study he found that participative methods management are discussed, nothing how each principal participative management technique works, its unique strengths, costs, and financial savings, identified as specially promising is “high-involvement control’ which involves employees both financially and psychologically.

Stroh Meier, S (2010) In his study said that employee relationship (ERM) constitutes a rising fashion of dealing with human assets through constructing and the

retaining individualized and collectively precious relationships with personnel based totally on data technology.

Payne A (2012) In his have a look at he discovered that the worker courting control, from the attitude of method formula and implementation. He starts with the aid of reviewing the origins and role of ERM and highlighting the significance of adopting a cross- useful method to ERM strategy formula. He has a look at opportunity strategies to ERM approach development and, use of an interplay research' method, suggest a model that addresses both ERM method and implementation.

Sadikoglu (2013) He positioned that investigating the consequences of innovation and employee usual and overall performance on the between standard first- class manipulate practices and company ordinary overall performance. The effects from studies of the relationship. The look additionally offers managerial and studies implications, studies boundaries, and hints for future research.

Shim, S.W. (2014) He started that Paradigm shift of worker communique. The effect of management verbal exchange on trusting relationships. Not with understanding the reality that relationship be normative competition suggests that a beneficial organizational whether leads to inexperienced method overall performance, empirical studies has not addressed the trusting relationship as a variable mediating organizational climate and job pride or general performance.

Gill, A.S. (2015) In his have a look at is to study the results of believe on an employee's manner, pride and willpower. This looks at additionally extends findings regarding the role of agree with in sales clerk profits supervisor relationships and findings related to employee strength of will and seasoned- social conduct.

Yamamoto, H. (2016) In his take at the number one reason is to investigate the enrichment of the employee gain manage and the improvement of activity attitudes mediate the relation between the adoption of own family- best regulations and the employee retention. The method by way of the worker benefit manipulates, expect for the variety of the worker gain control practices and the organizational tenure.

Bateman, T.S(2017) He found that the measure of big selection of employee sports on the job was finished through employees' supervisors at two factors in time; employees reported their own very process pleasure via the activity descriptive index. Implications of relationships tons better than typically located in the task delight- performance literature are mentioned.

Rawlins (2018) In his take a look at measuring the connection between organizational transparency and worker believe. The transparency and consider endorse the two concepts are associated. The use of a tool that measures both transparency and agree with evaluation of worker opinion help this belief.

Tsui, A. S; Pearce, J, L.; Porter,L..W.,& Tripoli,A.M.(2019) In his study he found that which describes 4 processes to the worker- business enterprise which the relationship

relationship, as defined from the commercial enterprise employer's mindset. An empirical look at of employees from ten businesses located aid for the worker responses vary underneath the 4 kinds of courting. In general personnel completed better on center responsibilities, demonstrated more citizenship behaviour, and expressed higher degree of affective determination to an agency once they laboured in an overinvestment (with aid of the company) or mutual investment relationship than once they worked in overinvestment courting those effects had been obtained even when we controlled for numerous different variables that might have an effect on employee overall performance and attitudes.

Bloemer, J., & Odekerken- Schroder, G. (2020) In his study located that that they pursuits to research the effect of worker dating proneness (RP) on the precise varieties of attitudinal loyalty (affective, calculative, and normative commitment (NC) and relate the ones notable styles of attitudinal loyalty to worker loyalty behaviours in terms of word-of-mouth, goal to live (ITS), benefit insensitivity (BI), and complaining.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the tools that are to be used for the project purpose. Research methodology helps to find the employee and employer relationship. The time research methodology is framed for the purpose of finding of **Employee and Employer relationship in Carborundum Universal limited Maraimalai Nagar.**

3.2 RESEARCH DESIGN:

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

3.3 SAMPLING TECHNIQUE:

Non random sampling

A Non- random sampling is a sampling technique where the sample selection is based on factors other than just random chance.

3.4 SOURCES OF TECHNIQUE:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 170 respondents.
- Secondary Data – Websites and online journals, published reports & Review of literature from published articles.

3.5 STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sectors. First part was designed to know general information about employees and the second part contained the **respondent's opinion about employee and employer relationship.**

3.6 SAMPLE SIZE: The targeted of people are 170.

3.7 PERIOD OF STUDY: This is one time research is conducted only one time and that the project-based responses derived from a definite period of time. The period of study for the project about three months period of time.

3.8 LOCATION & TARGETED PEOPLE OF STUDY: The location is Maraimalai Nagar. The targeted people of study are 170.

3.9 HYPOTHESIS:

- **HO** – Null hypothesis (there is no significant relationship between the variables).
- **H1** – Alternative hypothesis (there is a significant relationship between the variables) after analysing the data, hypothesis testing is done. It will result in either accepting or rejecting the hypothesis.

3.10 TOOLS FOR ANALYSIS:

- **CORRELATION TEST,**
- **ANOVA TEST.**

3.10.1 Percentage analysis

Research questions are always answered with a descriptive statistic: generally other percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2 HYPOTHESIS ANALYTICAL TOOLS(SPSS)

Tool for testing hypothesis (SPSS) = Correlation test, Anova test.

Correlation test - The correlation tool calculates the pairwise pearson correlation coefficients of the given variables.

Correlation test uses - Correlation is used to describe the linear relationship between continuous variables.

Correlation test questions - Work experience of respondent

What is the best recognition you have received in your organization.

Anova test- Anova is a statistical method that separates observed variance data into different components to use for additional tests.

Anova test uses- Anova helps to understand how your different groups respond, with a null hypothesis for the test that the means of the different groups are equal.

Anova test questions - Gender of respondent

Which type is used for evaluating performance of supervisors.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Table 4.1.1: Age of the respondents

S.NO	AGE	NO. OF RESPONDENTS	PERCENTAGE
1	BELOW 30	24	14.1%
2	31 - 40	61	35.9 %
3	41 - 50	69	40.6%
4	50 and above	16	9.4%
TOTAL		170	100.00%

Source: Primary data.

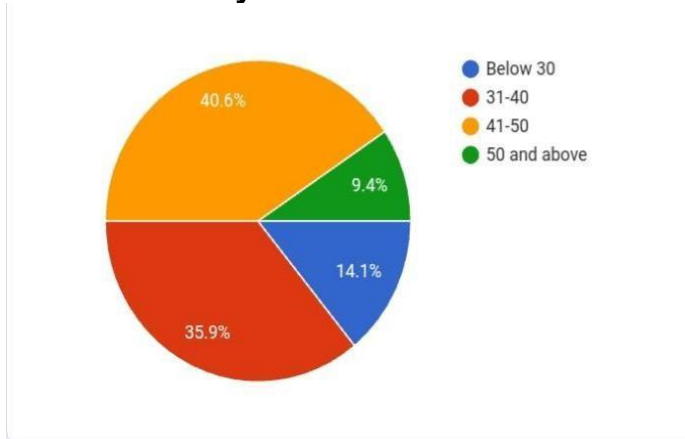


Chart 4.1.1: Age of the respondents

Interpretation

From the above table it is interpreted that the number of respondents Below 30 age of respondents are 14.1%. between 31- 40 age of respondents are 35.9%. between 41- 50 age of respondents are 40.6%. between 50 and above age of respondents are 9.4%.

Inference

Majority (40.6%) of the respondents are age between 41 to 50 years.

Table 4.1.2 Gender of the respondents

S.NO	GENDER	NO. OF RESPONDENTS	PERCENTAGE
1	Male	134	78.8%
2	Female	36	21.2%
TOTAL		170	100.00%

Source: Primary data

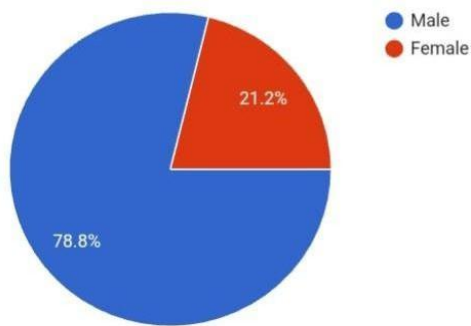


Chart 4.1.2 Gender of the respondents

Interpretation

From the above table it is interpreted that the number of male respondents is 78.8% and the female respondent is 21.2%.

Inference

Majority (78.8%) of the respondents are male.

Table 4.1.3 Work experience of the respondent

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Less than 1 year	8	4.7%
2	1 to 5 years	28	16.5%
3	5 to 10 years	66	38.8%
4	More than 10 years	68	40%
TOTAL		170	100.00%

Source: Primary data

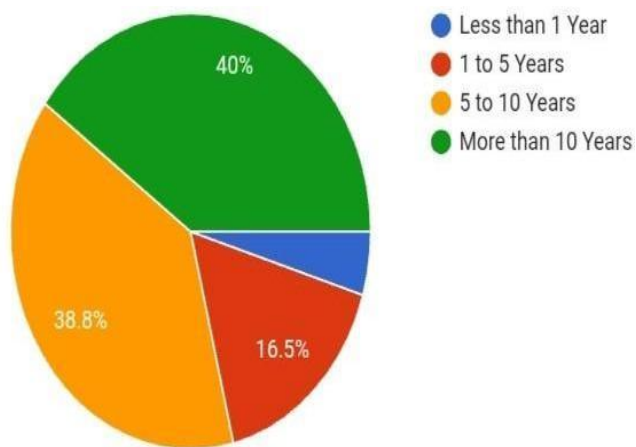


Chart 4.1.3 Work experience of the respondents

Interpretation

From the above table it is interpreted that the number of respondents were 4.7% is less than 1 year experience. 16.5% number of respondents were 1 to 5 years experience. 38.8% number of respondents were 5 to 10 years experience. 40% number of respondents were more than 10 years experience.

Inference

Majority (40%) of the respondents are More than 10 years experience.

Table 4.1.4 Education of the respondents

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	HSC	31	18.2%
2	UG	90	52.9%
3	PG	42	24.7%
4	Others	7	4.1%
TOTAL		170	100.00%

Source: Primary data

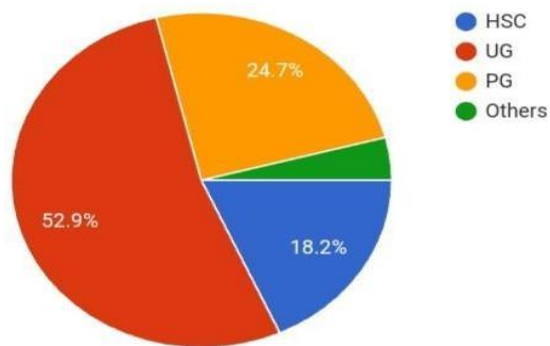


Chart 4.1.4 Education of the respondents

Interpretation

From the above table it is interpreted that the number of respondents 18.2% are HSC. 52.9% respondents are UG. 24.7% respondents were PG. 7% of respondents are others.

Inference

Majority (52.9%) of the respondents are UG.

Table 4.1.5 How is your relationship between you and employer

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Communication	20	11.8%
2	Benefits	36	21.2%
3	Trust	107	62.9%
4	Giving time	7	4.1%
TOTAL		170	100.00%

Source: Primary data

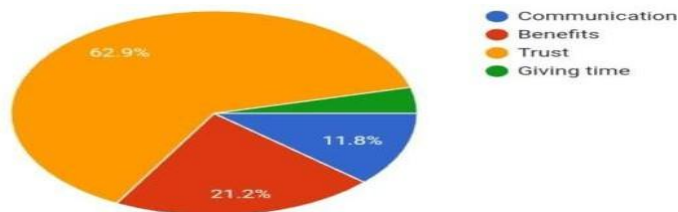


Chart 4.1.5 How is your relationship between you and employer

Interpretation

From the above table it is interpreted that the number of respondents 11.8% are Communication. 21.2% respondents are Benefits. 62.9% respondents are Trust. 4.1% respondents are Giving time.

Inference

Majority 62.9 respondents are Trust.

Table 4.1.6 Which is most important of employee relations in your organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Improves cooperation between employers and employees	29	17.1%
2	Minimize unnecessary conflict	44	25.9%
3	Enable employees to play a part in decision making	80	47.1%
4	Keep employees informed of decisions that concern them	17	10%
TOTAL		170	100.00%

Source: Primary data

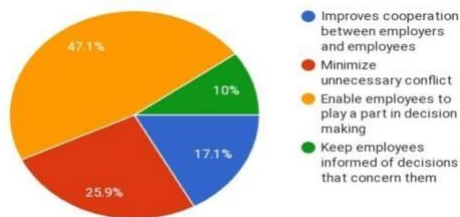


Chart 4.1.6 Which is most important of employee relations your organization are reluctant to provide

Interpretation

From the above it is interpreted that the number of respondents 17.1% are improves cooperation between employers and employees 25.9% respondents are Minimize unnecessary conflict 47.1% respondents are enable employees to play a part in decision making 10% respondents are Keep employees informed of decisions that concern them.

Inference

Majority 47.1% respondents are enable employees to play a part in decision making.

Table 4.1.7 How employees interests in your organization are reluctant to provide

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Increased wages	51	30%
2	Safe working conditions	44	25.9%
3	Time off with pay	54	31.8%
4	Pay for overtime	21	12.4%
TOTAL		170	100.00%

Source: Primary data

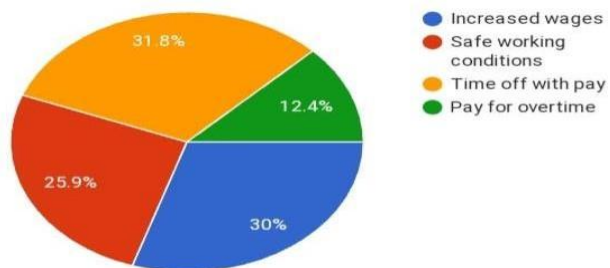


Chart 4.1.7 How employees interests in your organization are reluctant to provide

Interpretation

From the above table it is interpreted that the number of respondents increased wages is 30% 25.9% respondents are safe working conditions 31.8 respondents are time off with pay 12.4% respondents are pay for overtime.

Inference

Majority (31.8) respondents are time off with pay

Table 4.1.8 How you receive payments or dividends as a employee in your organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Profit- related payments or bonuses	40	23.5%
2	Deferred Profit- sharing scheme	11	6.5%
3	Employee share ownership schemes	75	44.1%
4	Individual or group performance-related	44	25.9%
TOTAL		170	100.00%

Source: Primary data

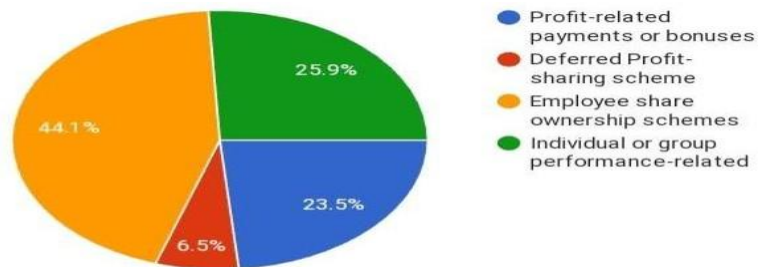


Chart 4.1.8 How you receive payments or dividends as a employee in your organization

Interpretation

From the above it is interpreted that the number of respondents are 23.5% is Profit payments or bonuses. 6.5% respondents are Deferred profit sharing scheme. 44.1% are Employee share ownership schemes. 25.9% are individual or group performance related.

Inference

Majority (44.1%) are Employee share ownership schemes.

Table 4.1.9 What could be the main cause good employee- relationship

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Effective communication	9	5.3%
2	Collective decision making	53	31.2%
3	Employee participation	89	52.4%
4	Ensure good working environment	19	11.2%
TOTAL		170	100.00%

Source: Primary data

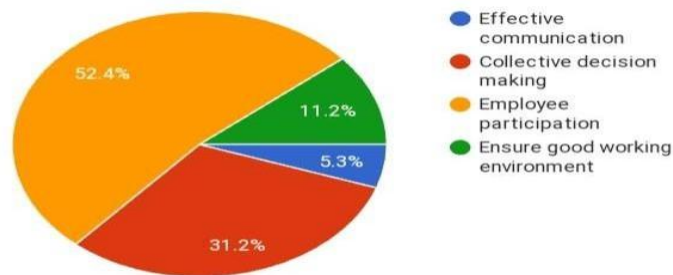


Chart 4.1.9 What could be the main cause good employee- employer relationship

Interpretation

From the above table is interpreted that the number of respondents is 5.3% is Effective communication. 31.2% respondents are Collective decision making. 52.4% respondents are Employee participation. 11.2% respondents are Ensure good working environment.

Inference

Majority (52.4%) respondents are Employee participation.

Table 4.1.10 how much special training specifically to improve your communication skills have you had

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	No training at all	24	14.1%
2	Little training attended one seminar\ workshops	66	38.8%
3	Some training (attended one seminar\ workshops	73	42.9%
4	Extensive training attended large number of seminars\workshops	7	4.1%
TOTAL		170	100.00%

Source: Primary data

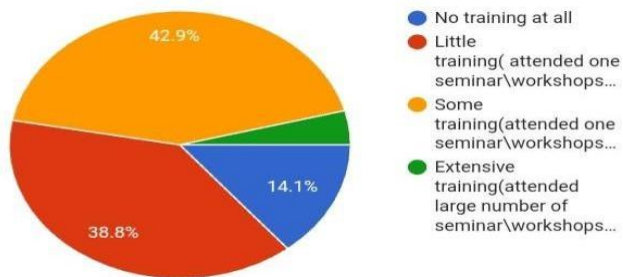


Chart 4.1.10 how much special training specifically to improve your communication skills have you had

Interpretation

From the above table it is interpreted that the number of respondents 14.1% are No training at all. 38.8% respondents are little training attended one seminar\ workshops. 42.9% respondents are Some trainings attended one seminar\ workshops. 4.1% respondents are Extensive training attended large number of seminars\ workshops\ course.

Inference

Majority (42.9%) respondents are Some trainings attended one seminar\ workshops.

Table 4.1.11 How information and communication are shared between employer and employee in your organization.

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Open meeting	11	6.5%
2	E mails	118	69.4%
3	One on one	27	15.9%
4	Social media	14	8.2%
TOTAL		170	100.00%

Source: Primary data

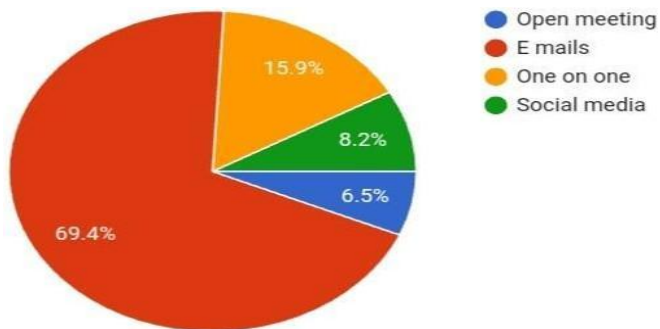


Chart 4.1.11 How information and communication are shared between employer and employees in your organization

Interpretation

From the above table it is interpreted that the number of respondents is 6.5% are open meeting. 69.4% respondents are Emails. 15.9% are one on one. 8.2% respondents are social media.

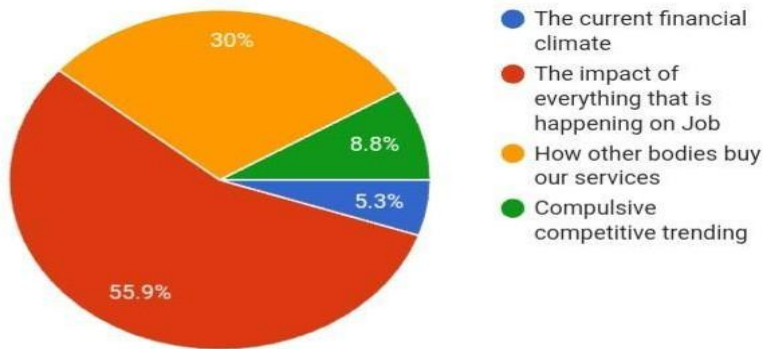
Inference

Majority 69.4% respondents are Emails.

Table 4.1.12 Which is recent information you received on issues faced by your organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	The current financial climate	9	5.3%
2	The impact of everything that is happening on Job	95	55.9%
3	How other bodies buy our services	51	30%
4	Compulsive competitive trending	15	8.8%
TOTAL		170	100.00%

Source: Primary data



Interpretation

From the above table it is interpreted that the number of respondents is 5.3% is the current financial climate. 55.9% respondents are the impact of everything that is happening on job. 30% respondents are How other bodies buy our services. 8.8% respondents are Compulsive competitive trending.

Inference

Majority (55.9%) respondents are the impact of everything that is happening on job.

Table 4.1.13 How direct information seeking is done in your organization

S.NO	PARTICULARS	NO. RESPONDENTS	OF	PERCENTAGE
1	I ask my supervisor if I am meeting all my job requirements	9		5.3%
2	I ask my supervisor how I am doing	37		21.8%
3	I would identify what did not know and ask for information	113		66.5%
4	I would go directly to my supervisor or co-worker and ask for the information	11		6.5%
TOTAL		170		100.00%

Source: Primary data



Chart 4.1.13 Which is recent information received on issues faced by your organization

Interpretation

From the above table it is interpreted that the number of respondents 5.3% are I ask my I ask my supervisor if I am meeting all my job requirements. 21.8 respondents are I ask my supervisor how I and doing. 66.5% respondents are I would identify what I did not know and ask for information. 6.5% respondents are I would go directly to my supervisor or co-worker and ask for the information

Inference

Majority (66.5%) respondents are I would identify what I did not know and ask for information.

Table 4.1.14 What reflects the following statements when you communicate with your managers regarding to work- related conversations.

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	The conversation between my supervisor and me are beneficial	14	8.2%
2	The conversation between my supervisor and me are useless	93	54.7%
3	Sometimes, I do not know what is going on in the conversation	53	31.2%
4	Nothing will be reflected	10	5.9%
TOTAL		170	100.00%

Source: Primary data



Chart 4.1.14 What reflects the following statements when you communicate with your managers regarding to work- related conversations

Interpretation

From the above table it is interpreted that the number of respondents 8.2% are the conversation between my supervisor and me are very beneficial. 54.7% respondents are the conversations between my supervisor and me are useless. 31.2% respondents are sometimes, I do not know what is going on the conversation with my supervisor.

Inference

Majority (54.7%) respondents are the conversations between my supervisor and me are useless.

Table 4.1.15 Which type is used for evaluating\appraising performance of supervisors.

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Management Group Appraisal	87	51.2%
2	Staff Group Appraisal	51	30%
3	Committee Appraisal	20	11.8%
4	Peer Appraisal	12	7.1%
TOTAL		170	100.00%

Source: Primary data

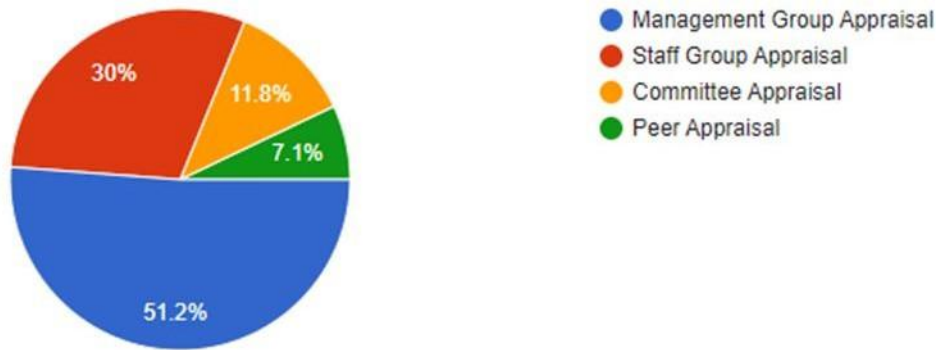


Chart 4.1.15 Which type is used for evaluating\ appraising performance of supervisors

Interpretation

From the above table it is interpreted that the number of respondents 51.2% are Management Group Appraisal. 30% respondents are Staff Group Appraisal. 11.8% respondents are Committee Appraisal. 7.1% respondents are Peer appraisal.

Inference

Majority (51.2%) respondents are Management Group Appraisal.

Table 4.1.16 Which is Linkage with Incentive\ Reward\ Recognition in your organization

S.NO	PARTICULARS	NO.OF RESPONDETS	PERCENTAGE
1	The performance Appraisal be linked with payment of monetary incentives	3	1.8%
2	The performance appraisal rating is linked with payment	71	41.8%
3	The performance appraisal system is objective assessment for payment of incentives	89	52.4%
4	The performance appraisal helped in improving working capabilities	7	4.1%
TOTAL		170	100.00%

Source: Primary data



Chart 4.1.16 Which is Linkage with incentive\ Reward\ Recognition in your organization

Interpretation

From the above table it is interpreted that the number of respondents is 1.8% The performance appraisal be linked with payment of monetary incentives\compensation. 41.8% of respondents are the performance appraisal rating is linked with payment of performance related pay in organization. 52.4% respondents are the performance appraisal system is objective assessment for payment of incentives. 4.1% respondents are the performance appraisal helped in improving my work capabilities.

Inference

Majority (52.4%) respondents are the performance appraisal system is objective assessment for payment of incentives.

Table 4.1.17 How Promotion, Development and Training Need is done in your organization

S.NO	PARTICULARS	NO.OF. RESPONDENTS	PERCENTAGE
1	Innovation increase through adequate training of employee	8	4.7%
2	The performance appraisal system is linked to promotion	66	38.8%
3	Good performance appraisal system makes you feel happy	78	45.9%
4	Attributes, traits and competencies captured and rates by reporting and reviews	18	10.6%
TOTAL		170	100.00%

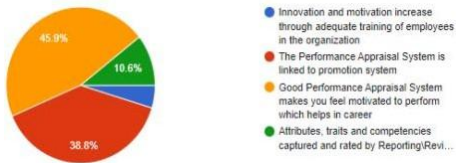


Chart 4.1.17 How Promotion, Development and Training Need is done in your organization

Interpretation

From the above table it is interpreted that the number of respondents 4.7% respondents are innovation and motivation increase through adequate training of employees in the organization. 38.8% respondents are the performance appraisal system is linked to promotion system. 45.9% respondents are good performance appraisal system makes you feel motivated to perform which helps in career. 10.6% respondents are Attributes, traits and competencies captured and rated by reporting\ reviews.

Inference: Majority 45.9% respondents are good performance appraisal system makes you feel motivated to perform which helps in career

Table 4.1.18 How open communication and feedback is given in your organization

S.NO	PARTICULARS	NO.OF.RES PONDENTS	PERCENTAGE
1	The reporting officer holds the performance planning meeting at the beginning of the year	52	30.6%
2	Mid- year review meeting is also conducted between years	22	12.9%
3	Appraisal scores are communicated and appeal is allowed to be made in case of deficiency in score	72	42.4%
4	The feedback session is conducted to communicate strength and weakness and suggest improvement	24	14.1%
TOTAL		170	100.00%

Source: Primary data



Chart 4.1.18 How open communication and feedback is given in your organization

Interpretation

From the above table it is interpreted that the number of respondents is 30.6% respondents the reporting officer holds the performance planning meeting at the beginning of the appraisal year. 12.9% respondents are mid- year review meeting is also conducted between you and reporting officer. 42.4% respondents are appraisal score are communicated and appeal is allowed to be made in case of deficiency in score. 14.1% respondents are the feedback session is conducted to communicate strength and weakness and suggest improvement.

Inference

Majority 42.4% respondents are appraisal scores are communicated and appeal is allowed to be made in case of deficiency in score.

Table 4.1.19 Which of the following objectives are achieved with help of performance Appraisal.

S.NO	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE
1	Effective communication of organisation	11	6.5%
2	Overview of tasks performed by each member of a group	94	55.3%
3	Identification of ideas for improvement	54	31.8%
4	Development of expectations and long-term views	11	6.5%
TOTAL		170	100.0%

Source: Primary data

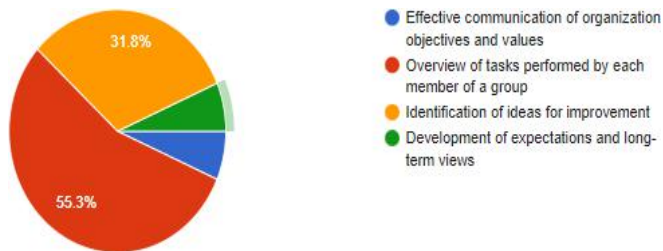


Chart 4.1.19 Which of the following objectives are achieved with help of performance Appraisal

Interpretation

From the above table it is interpreted that the number of 6.5% respondents are effective communication of organization objectives and values. 55.3% respondents are overview of tasks performed by each member of a group. 31.8% respondents are identification of ideas for improvement. 6.5% respondents are development of expectations and long-term views.

Inference

Majority 55.3% respondents are overview of tasks performed by each member of a group.

Table 4.1.20 How is your receiving recognition for your efforts makes a difference in the work

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Satisfied	17	10%
2	Neutral	126	74.1%
3	Dissatisfied	21	12.4%
4	Highly dissatisfied	6	3.5%
TOTAL		170	100.00%

Source: Primary data

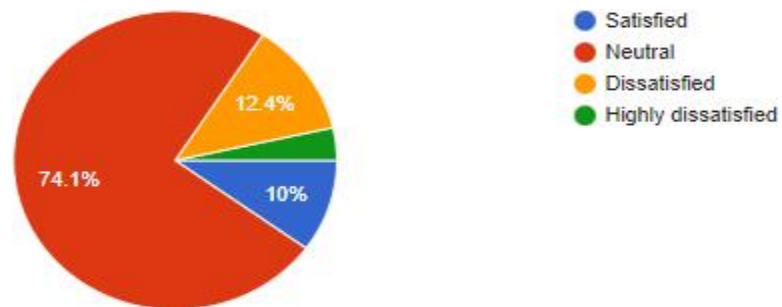


Chart 4.1.20 How is your receiving recognition for your efforts makes a difference in the work

Interpretation

From the above table it is interpreted that the number of respondents 10% are satisfied. 74.1% respondents are Neutral. 12.4% respondents are Dissatisfied. 6% respondents are Highly dissatisfied.

Inference

Majority 74.1 respondents are Neutral.

Table 4.1.21 What is the best recognition you have received in your organization

S.NO	PARTICULARS	NO. OF REPOONDENTS	PERCENTAGE
1	Time off with pay	3	1.8%
2	Full appreciation of work done	131	77.1%
3	Best employee reward	33	19.4%
4	Career development opportunities	3	1.8%
TOTAL		170	100.00%

Source: Primary data

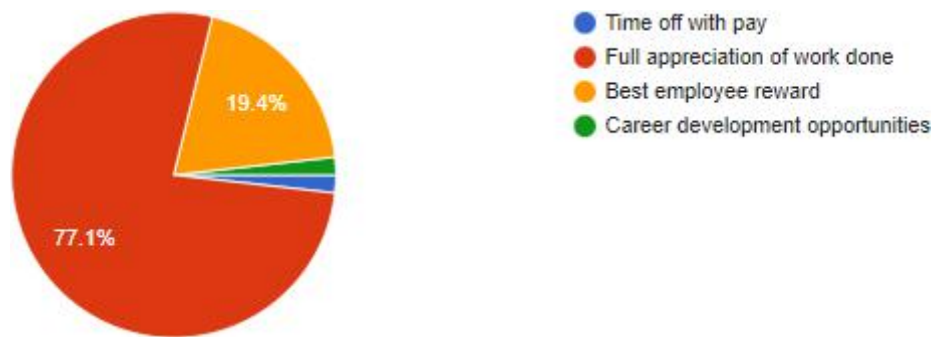


Chart 4.1.21 What is the best recognition you have received in your organization

Interpretation

From the above table it is interpreted that the number of respondents 1.8% are Time off with pay. 77.1% respondents are Full appreciation of workdone.19.4% respondents are best employee reward.1.8% respondents are career development opportunities.

Inference

Majority (77.1%) respondents are Full appreciation of work done.

Table 4.1.22 How often employees are recognized in your organization

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	My manager takes time to recognize me	5	2.9%
2	My manager is aware of my accomplishments	15	8.8%
3	My manager communicates with me on regular basis	129	75.9%
4	My manager gives credit appropriate team member when project successful	21	12.4%
TOTAL		170	100.00%

Source: Primary data

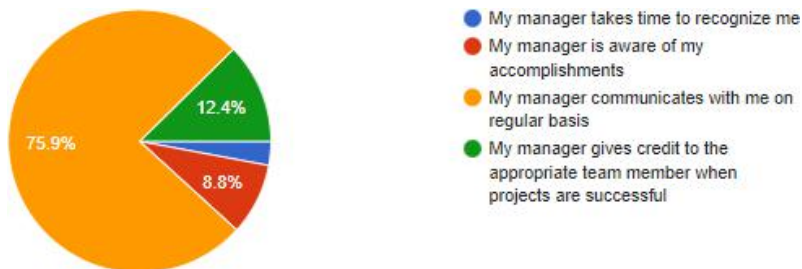


Chart 4.1.22 How often employees are recognized in your organization

Interpretation

From the above table it is interpreted that the number of respondents 2.9% are my manager takes time to recognize me. 8.8% respondents are my manager is aware of my accomplishments. 75.9% respondents are my manager communicates with me on regular basis. 12.4% respondents are my manager gives credit to the appropriate team member when projects are successful.

Inference

Majority 75.9% respondents are my manager communicates with me on regular basis.

Table 4.1.23 How you recognize and encourage work practice (work process)

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Encouraging peer feedback on my professional skills	12	7.1%
2	Fostering problem solving in groups	60	35.3%
3	Mutual congratulations between for achievements	85	50%
4	Providing assignments to special projects	13	7.6%
TOTAL		170	100.00%

Source: Primary data



Chart 4.1.23 How you recognize and encourage work practice (work process)

Interpretation

From the above table it is interpreted that number of respondents 7.1% are Encouraging peer feedback on my professional skills. 35.3% respondents are fostering problem solving in groups. 50% respondents are Mutual congratulations between peers for achievements. 7.6% respondents are Providing assignments to special projects.

Inference

Majority 50% respondents are Mutual congratulations between peers for achievements.

Table 4.1.24 Rate your organization recognition given to employees

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	7	4.1%
2	Satisfied	37	21.8%
3	Neutral	95	55.9%
4	Dissatisfied	19	11.2%
5	Highly dissatisfied	12	7.1%
TOTAL		170	100.00%

Source: Primary data

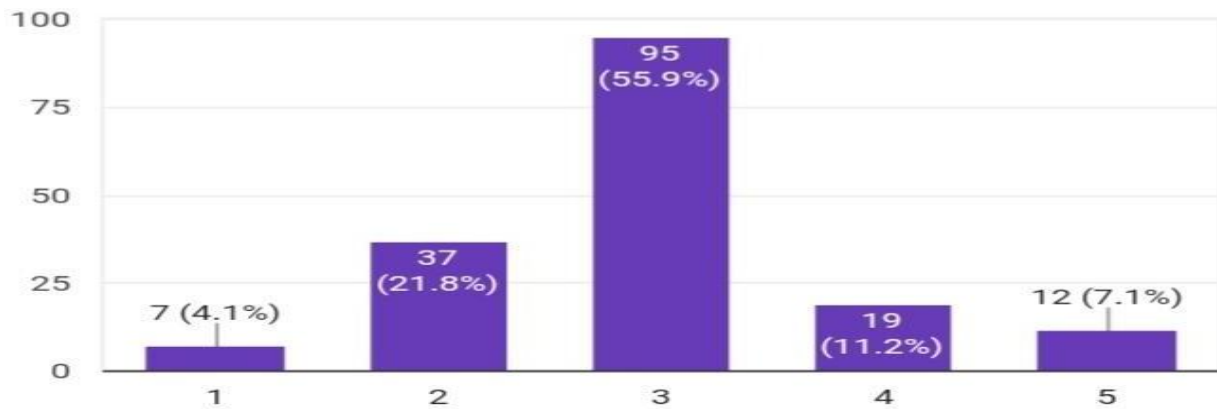


Chart 4.1.24 Rate your organization recognition given to employees

Interpretation

From the above table it is interpreted that the number of respondents 4.1% are Highly satisfied. 21.8% respondents are satisfied. 55.9% respondents are Neutral. 11.2% respondents are Dissatisfied. 7.1% respondents are Highly dissatisfied.

Inference

Majority (55.9%) respondents are Neutral.

4.2. STATISTICAL ANALYSIS

Correlation:

Hypothesis 1

Hypothesis HO (Null hypothesis) There is no significant difference between the work experience and recognition that that employee received.

Hypothesis H1 (Alternative hypothesis) There is significant difference between the work experience and recognition that employee received.

Correlation

		Work experience	Best recognition you received
Work experience	Pearson Correlation	1	.105
	Sig. (2-tailed)		.174
	N	170	170
Best recognition you received	Pearson Correlation	.105	1
	Sig. (2-tailed)	.174	
	N	170	170

Interpretation: Since p value 0.174 is greater than 0.05. we accept the null hypothesis and reject alternative hypothesis. Hence there is no significant relationship between the work experience and recognition that employee received.

4.3 ANOVA:

HYPOTHESIS 2

Hypothesis HO (Null hypothesis) There is no significant relationship between gender and the reason for type of appraising performance of supervisor.

Hypothesis H1 (Alternative hypothesis) There is significant relation between gender and the reason for type of appraising performance of supervisor.

ANOVA Effect Sizes

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Gender	Eta-squared	.008	.000	.036
	Epsilon-squared	-.010	-.018	.019
	Omega-squared Fixed-effect	-.010	-.018	.019
	Omega-squared Random-effect	-.003	-.006	.006

ANOVA

gender

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.232	3	.077	.456	.714
Within Groups	28.145	166	.170		
Total	28.376	169			

Interpretation: Since p value .714 is greater than 0.05. we accept the null hypothesis and reject the alternative hypothesis. Hence there is no significant different gender and the reason for type of appraising performance of supervisor.

CHAPTER 5

FINDINGS, SUGGESTIONS, CONCLUSION

5.1 FINDINGS

- Majority (40.6%) of the respondents are age between 41 to 50 years.
- Majority (78.8%) of the respondents are Male.
- Majority (40%) of the respondents are More than 10 years' experience.
- Majority (52.9%) of the respondents are UG
- Majority (62.9) respondents are Trust.
- Majority (47.1%) respondents are enable employees to play a part in decision making.
- Majority (31.8) respondents are time off with pay
- Majority (44.1%) are Employee share ownership schemes.
- Majority (52.4%) respondents are Employee participation.
- Majority (42.9%) respondents are Some training attended one seminar\ workshops.
- Majority (69.4%) respondents are Emails.
- Majority (55.9%) respondents are the impact of everything that is happening on job.
- Majority (66.5%) respondents are I would identify what I did not know and ask for information.
- Majority (54.7%) respondents are the conversations between my supervisor and me are useless.
- Majority (51.2%) respondents are Management Group Appraisal.
- Majority (52.4%) respondents are the performance appraisal system is objective assessment for payment of incentives.
- Majority (45.9%) respondents are good performance appraisal system makes you feel motivated to perform which helps in career.
- Majority (42.4%) respondents are appraisal scores are communicated and appeal is allowed to be made in case of deficiency in score.
- Majority (55.3%) respondents are overview of tasks performed by each member of a group.
- Majority (74.1%) respondents are Neutral.
- Majority (77.1%) respondents are Full appreciation of work done.
- Majority (75.9%) respondents are my manager communicates with me on regular basis.
- Majority (50%) respondents are Mutual congratulations between peers for achievements.
- Majority (55.9%) respondents are Neutral rated by employees for their recognition.

5.2 SUGGESTIONS & RECOMMENDATIONS

- The overall experience index from the study reveals that the company (Carborundum Universal Limited) is performing very well and having majority of more than 10 years' experience employees.
- Employees are complained about not paying for overtime by the company.
- Employees are worried about not getting good recognition like bonus incentives by the company.
- The information shared between supervisor and employees should be useful.

5.3 LIMITATIONS OF STUDY

- The study is based upon the employee and employer relationship in carborundum universal limited.
- The data collected for the research is fully on primary data given by respondents.
- Due to storage of time and other constraints, the study has been limited 170 respondents only.

5.4 CONCLUSION

The Study on employee and employer relationship in Carborundum universal limited tells that the organization is reluctant to provide Time off with pay, pay for overtime, not increased wages. The organization has to concentrate on employees wages to increase. And information shared between Supervisor and employees should be understandable and beneficial to employees.

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APPENDIX

1.Name of respondent *

Your answer

2.Age of respondent *

- Below 30
- 31-40
- 41-50
- 50 and above

3.Gender of respondent *

- Male
- Female

4.Work experience of respondent *

- Less than 1 Year
- 1 to 5 Years
- 5 to 10 Years
- More than 10 Years

5.Education of respondent *

- HSC
- UG
- PG
- Others

6.How is your relationship between you and your employer*

- Communication
- Benefits
- Trust
- Giving time

7.Which is most important of employee relations in your organization *

- Improves cooperation between employers and employees
- Minimize unnecessary conflict
- Enable employees to play a part in decision making
- Keep employees informed of decisions that concern them

8. How employees' interests in your organization are reluctant to provide *

- Increased wages
- Safe working conditions
- Time off with pay
- Pay for overtime

9. How you receive payments or dividends as an employee in your organization *

- Profit-related payments or bonuses
- Deferred Profit-sharing scheme
- Employee share ownership schemes
- Individual or group performance-related

10. What could be the main cause of a good employee-employer relationship *

- Effective communication
- Collective decision making
- Employee participation
- Ensure good working environment

11. How much special training specifically to improve your communication skills have you had *

- No training at all
- Little training (attended one seminar\workshops\course)
- Some training (attended one seminar\workshops\course)
- Extensive training (attended large number of seminars\workshops\course)

12. How information and communication are shared between employer and employees in your organization *

- Open meeting
- E mails
- One on one
- Social media

13. Which is recent information you received on issues faced by your organization *

- The current financial climate
- The impact of everything that is happening on Job
- How other bodies buy our services
- Compulsive competitive trending

14. How direct information seeking is done in your organization *

- I ask my supervisor if I am meeting all my Job requirements
- I ask my supervisor how I am doing
- I would identify what I did not know and ask for information
- I would go directly to my supervisor or coworker and ask for the information

15. What reflects the following statements when you communicate with your managers regarding to work-related conversations *

- The conversations between my supervisor and me are very beneficial
- The conversations between my supervisor and me are useless
- Sometimes, I do not know what is going on in the conversation with my supervisor
- Nothing will be reflected

16. Which type is used for evaluating\appraising performance of supervisors *

- Management Group Appraisal
- Staff Group Appraisal
- Committee Appraisal
- Peer Appraisal

17. Which is Linkage with Incentive\Reward\Recognition in your organization *

- The Performance Appraisal be linked with payment of monetary incentives\ compensation
- The Performance Appraisal rating is linked with payment of Performance related pay in organization
- The Performance Appraisal system is objective assessment for payment of incentive\monetary reward
- The Performance Appraisal helped in improving my working capabilities

18. How Promotion, Development and Training Need is done in your organization *

- Innovation and motivation increase through adequate training of employees in the organization
- The Performance Appraisal System is linked to promotion system

- Good Performance Appraisal System makes you feel motivated to perform which helps in career
- Attributes, traits and competencies captured and rated by Reporting\Reviewing and accepting development needs of appraisee

19. How open communication and feedback is given in your organization *

- The Reporting officer holds the performance planning meeting at the beginning of the appraisal year
- Mid-Year Review meeting is also conducted between you and Reporting officer
- Appraisal Scores are communicated and appeal is allowed to be made in case of deficiency in score
- The feedback session is conducted to communicate strength and weakness and suggest improvement

20. Which of the following objectives are achieved with help of Performance Appraisal *

- Effective communication of organization objectives and values
- Overview of tasks performed by each member of a group
- Identification of ideas for improvement
- Development of expectations and long-term views

21. How is your receiving recognition for your efforts makes a difference in the work *

- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

22. What is the best recognition you have received in your organization *

- Time off with pay
- Full appreciation of work done
- Best employee reward
- Career development opportunities

23. How often employees are recognized in your organization *

- My manager takes time to recognize me
- My manager is aware of my accomplishments
- My manager communicates with me on regular basis

- My manager gives credit to the appropriate team member when projects are successful

24. How you recognize and encourage quality work practice (work process) *

- Encouraging peer feedback on my professional skills
- Fostering problem-solving in groups
- Mutual congratulations between peers for achievements
- Providing assignments to special projects

25. Rate your organization recognition given to employees *

Satisfied

1 • 2 • 3 • 4 5

Dissatisfied.